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JANUARY 1960



KENNETH YOEEL, 1960 NATIONAL PRESIDENT

Of the Public Relations Society of America

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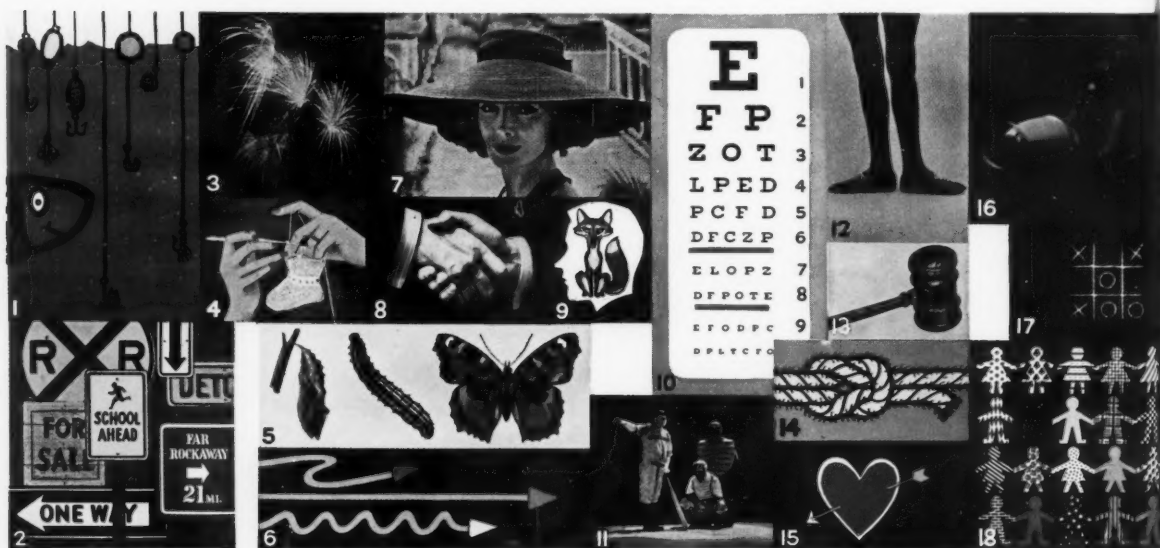
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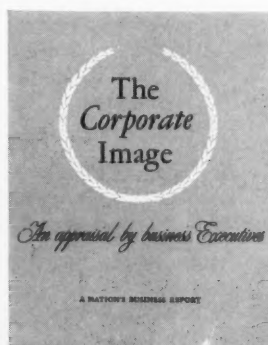
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JANUARY 1960

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ON THE COVER: Kenneth Youel, newly-elected National President of the Public Relations Society of America, is Assistant Director of Communications, Public Relations Staff, General Motors Corporation, Detroit, Michigan. Mr. Youel became a member of the General Motors' public relations staff in New York in 1931. He transferred to General Motors' Detroit headquarters in 1948 as head of national press activities for the corporation. In 1955 he was appointed Director of Divisional Relations and on July 1, 1959, assumed his present position. During 1959 Mr. Youel served as National Vice President of the Public Relations Society of America.

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Editorial

Public Relations Has Some Strong Safeguards

● Public relations, in common with other important specialized fields, suffers from some of the actions of a minority of its practitioners—actions of which the majority does not approve. All professions and crafts have to cope with this kind of problem, in varying forms and degrees, vigorously and continuously.

In our field we naturally feel upset when some prominent publication prints negative statements about public relations generally because of abuses stemming from the few. Also we think it isn't amusing to hear the occasional jibes uttered by persons who have little if any knowledge of our work.

We want everyone concerned to realize the great service which public relations provides for nearly every organized activity in America. A blue-ribbon record of achievement has been built up and the tempo is accelerating. These and other pertinent facts should become better known.

Opinion is widespread that heightened understanding and appreciation of our work should start internally. The Public Relations Society of America now has a Declaration of Principles, a strong Code of Professional Standards for the Practice of Public Relations, and a redraft of a portion of the bylaws to simplify and make more effective the present enforcement procedure. Observance of the spirit and the letter of these new instruments will help mightily in reaching our goals.

But, without being the least bit complacent and without any lessening of our effort, we should keep in mind some of the powerful forces which, in effect, are lined up on our side. We need to remind ourselves occasionally of such safeguards in order to maintain a true perspective and to strengthen even further our confidence in the present vitality and the future progress in public relations.

Let's start with business and industry. A large segment of the Society's membership serves as employees or counselors for companies and corporations, big and small, for trade associations, or for others with related interests. In saying this, we by no means overlook the vast influence of other opinion molders in the Society, such as educators, persons in public life, or with non-profit organizations, and the media of communication.

Modern managers of business and industry more and more have made clear a genuine interest in maintaining high ethical standards of conduct in serving the public well. This applies to all the publics—including the general public, employees, communities, stock-

holders, customers, dealers, suppliers, schools, non-profit organizations, the media of communication, and others.

Such managements seek out public relations executives and counselors who have sound judgment and integrity as well as expertness in their given field. They want practitioners who are both honest and competent. Is it conceivable that these managements will rely on public relations people who don't live up to these basic requirements? Certainly not for long.

Progressive management of today not only wants to do the right things in connection with its publics but also knows it is plain common sense to do so. Otherwise the lid of a Pandora's box would fly open.

Now let's look at another fortress which guards public relations. This applies to the media of communication—newspapers, magazines, television and radio, house organs, writers and lecturers, and other molders of public opinion.

Each medium has its code or rules for ethical conduct. Collectively they have associations or societies striving to arrive at worthy goals. Among other beneficial forces is the great journalistic fraternity established some 50 years ago, Sigma Delta Chi, with high ethical aims.

The media people try to deserve and win public approval. They have experience and judgment. They want to deal with the public relations practitioner in whom they have confidence—in his integrity, competence, and usefulness — both on behalf of the public as well as the media themselves.

Another excellent influence flows increasingly from the universities and colleges which teach public relations courses. One estimate is that more than 600 of these institutions now give instruction in public relations annually to 7,000 students, often at the post-graduate level. A more limited survey shows recently that in 121 such schools alone, at least 3,600 students take courses in public relations. Many of them later on will not practice public relations directly, but they will end up in jobs where their knowledge and appreciation of public relations will count. They will go into business, the communications media, education, government, welfare and other fields. What they learned about public relations at college will help them in their work and in their relationships with the professionals in our field.

The main clues for future advancement of public relations stands out clearly — what we do as individuals and a group and in getting our story properly told. But we should have an awareness and appreciation of our powerful safeguards. Business and related managements, the whole complex of the media of communication, and the educators provide a considerable protection for growth and betterment of our relatively new and virile field of public relations. They will look with favor upon the strenuous efforts which PRSA and its members are making to maintain high principles and praiseworthy practices. ●

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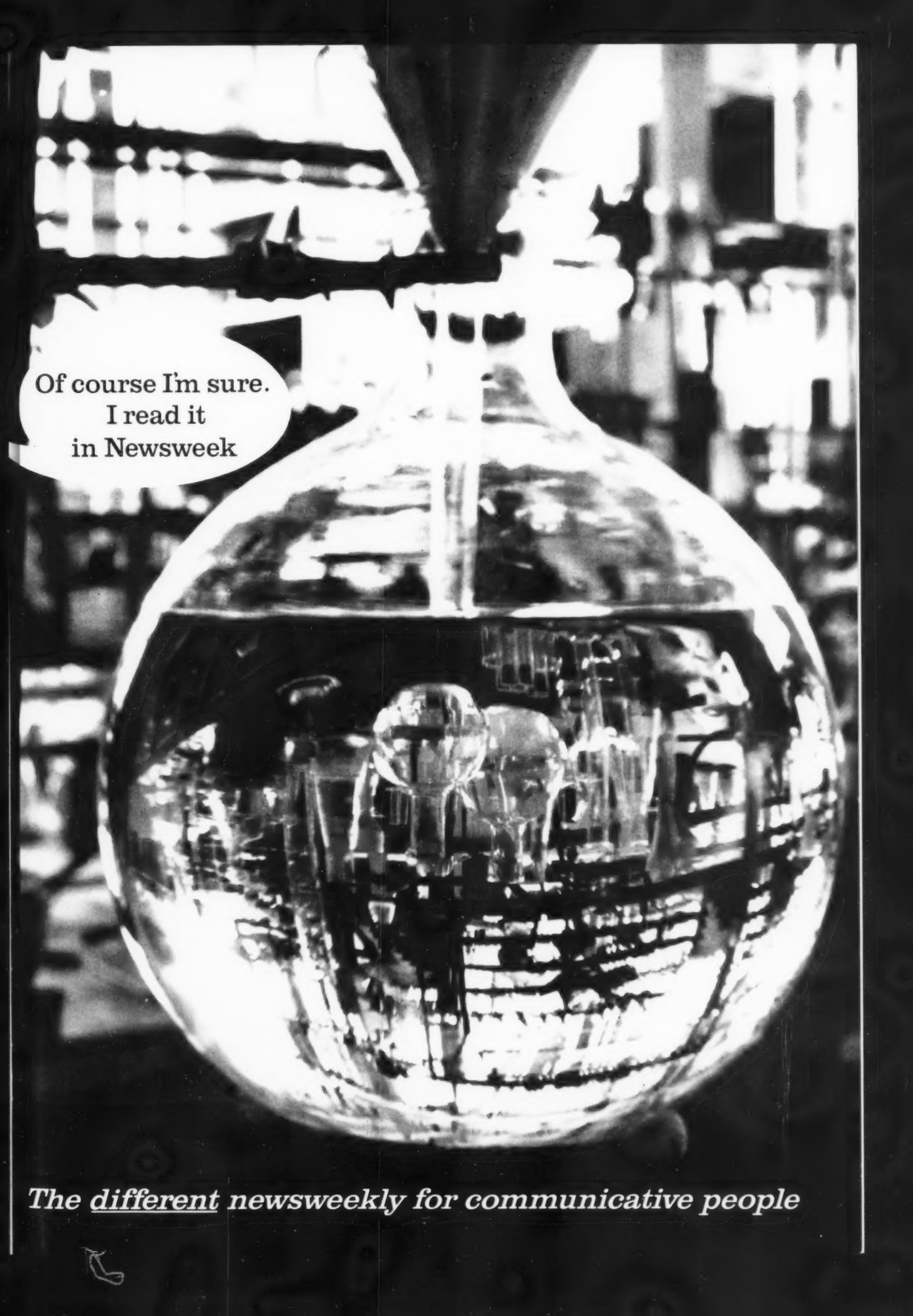
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CAMPING OUT WITH PRSA AT THE FONTAINEBLEAU

By Jane Wood

● The pleasure dome was stately, the caverns were measureless, and the sea was sunny when 871 members of the Public Relations Society of America camped out on the beach in November for the 12th National Conference.

The camp-out was in Miami Beach's Fontainebleau, a hotel in which it is possible, some members maintained, to mistake closets for bedrooms. They were the same members who said it took two days to get oriented in the labyrinthine ways of the interconnecting complex of ball rooms.

Early birds flocked in on Tuesday, November 3, and on Friday afternoon the migrants streamed away. They were attentive while a chromatic array of speakers painted pictures of the Nineteen-Sixties with facts, figures and fancies, and articulate when they were not listening.

Best measure of the success of the speaking, panel discussions, professional sessions, social affairs and interior charms of the site seemed to be that, though the beach was beautiful, the ocean warm, and the days fair, some members never did go near the water.

The Grand Gallerie was just being completed Tuesday morning, when a brisk team moved in to set up exhibits. By 5 P.M. when the exhibits formally opened, the slightly unfinished state of affairs had been masked, and booths were filled with a gracious array of wares and representatives of clipping bureaus, motion picture services, photogrammetric engineering firms, surveyors, researchers, and sundry business firms and utilities. All in all it was an impressive display.

The music went round and round and came out in the Rosewood Room on Tuesday evening, when, exactly as the program had said they would, "Early Birds Flocked Together in Congenial Cabaret Atmosphere with Music and Dancing."

Stimulating opening session

PRSA President Carroll R. West used a light hand on the reins as he got his program off to a brisk clip, introducing Hank Meyer of Miami Beach, general conference chairman, and Edward Whittlesey, of Florida State University, conference program chairman.

Introduced by President West as "one of the great leaders of our profession," Dan J. Forrestal, past president of PRSA, also proved even better than a second cup of coffee.

After a quick reference to the "campaign to make television credible," then bursting into bloom in the headlines, he brought on Erwin D. Canham, editor of the *Christian Science Monitor* and 32nd President of the Chamber of Commerce of the United States.

To a note-taking full house, Mr. Canham was reassuring in the burden of his message. In effect, he said that persuaders, hidden or otherwise, will



ERWIN D. CANHAM, Editor of "The Christian Science Monitor," gave the keynote address, "The New Frontiers of Communication," during the First General Session of the 12th National Conference. In effect, Mr. Canham said that persuaders, hidden or otherwise, will always find it hard to persuade people to go down uncongenial paths.

always find it hard to persuade people to go down uncongenial paths.

In sketching this "age of wholesale assault upon the mind of man," he used both exhibits in which the assault has succeeded, and those in which it has not.

Russians, he noted, still like Americans after a 42-year program that has attempted to pound hate and fear of the western world into them. On the other hand, Germans under the Nazis were successfully sold "hate and incredible barbarism."

Many Americans, he claimed, have refused to buy "non-functional over-ornamented, too-long motor cars," in spite of all the talents and dollars at the disposal of the automotive industry, because in many cases such cars no longer meet their needs adequately.

But in China, he said, there is "blood-curdling evidence of effective brainwashing, after a decade of the most intensive, massive, skillful, subtle campaign of pitilessly patient persuasion that the world has ever seen."

Mr. Canham's conclusion: "We can inform a race of decision-makers."

Post mortem comment collected while re-fueling over coffee: "He spoke up and out. You have to remember that Marxism was an alien import into Russia, but that Hitler fed Germans old dreams."

Three-man discussion

Mr. Canham was followed by a panel discussion presented by a lively trio of crystal ball experts expounding on "What Kind of World in the '60's?"

Crew-cut Edwin Diamond, science and space editor of *Newsweek* who first revealed the existence of the H-bomb to the general public of the U.S.A., informed the assembled word lovers that scientific and technical literature is now being printed at an estimated 300 words per second.

By-products of this flood, in the '60's, he predicted, will be:

Sea water to supply cheap fuel.

A-bombs may be used to sculp the Urals and to blast a second Panama canal.

Living cells will be made in test tubes.

Through control of mutations, man will be modified.



WHAT KIND OF WORLD IN THE '60's? was the theme of the first panel discussion presented at the 12th National Conference. Panel members, left to right, Paul N. Ylvisaker, Assistant Program Director, Public Affairs Program, The Ford Foundation, New York; Edwin Diamond, Science Editor of *Newsweek Magazine*, New York; Donald I. Rogers, Business and Financial Editor, *NEW YORK HERALD TRIBUNE*.

Coming is electrical stimulation of thought, and after that, "what price chemical courage?"

"Men will continue to lead shorter and more brutish lives than women,

and women will continue to look better, live longer and enjoy life more."

Second of the panelists was Paul N. Ylvisaker, assistant program director

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A PRESIDENT AND AN ECONOMIST: Carroll R. West, left, President of PRSA and Vice President and Manager of the Public Relations Division, Title Insurance and Trust Company, Los Angeles, with Martin Gainsbrugh, right, Chief Economist of the National Industrial Conference Board, New York.

SECOND GENERAL SESSION



CHAIRMAN: *Kenneth W. Haagen of Allis-Chalmers Manufacturing Company.*



Major General Victor R. Haugen of the U. S. Air Force.



Charles M. Hackett of E. I. du Pont de Nemours & Company, Inc.



W. Howard Chase of W. Howard Chase Associates, Inc.

of the Ford Foundation's Public Affairs program, and the population bomb preoccupied him.

Population facts will be our most useful guide in making decisions in the next decade, he said, and one of the great emerging issues will be population control, birth control. Forty million people will be added to the U.S. population and they will settle in 200 sprawling metropolitan areas. Everybody will move twice, he specified.

Suburbs will grow, the downtown areas will deteriorate. Central city mayors will have a tough fight on their hands, when the downtown fights the suburb for tax dollars, he cheerfully predicted.

In the 1960's, white people will be moving south, Negroes will be moving north, and the wastage caused by slow social assimilation will be more than we can afford. Child labor laws will have to be rewritten so that the energies of young people, 14 and older, can be utilized. Women over 35 will be brought into the same professional jobs that have been giving men heartaches.

Most somber of the panelists was *New York Herald Tribune* Business and Financial Editor Donald I. Rogers, and he was blunt in telling the members, "I don't think the happy conditions of the 1950's will continue in the 1960's unless we make a New Year's resolution to face up to our problems."

Three problems worried Mr. Rogers: the continually rising trend in unit labor cost, the likely shortage of venture capital which will limit long-term growth, and the stiffening competition from other nations.

He noted:

Dusseldorf steel was making serious impact in the U.S. in some areas before the steel strike.

The so-called tight money policy is a reaction of lenders who are tired of having good dollars repaid with puny ones.

The hot war between giant labor and giant capital is a greater threat than imperialistic communism.

In time we will find manufacturing as mired in government regulation as agriculture.

• **JANE WOOD** is a veteran award-winning Miami newspaper and magazine article writer recently turned public relations counselor, with *Hank Meyer Associates of Miami Beach*. In her thirty years of newspaper work in South Florida she enjoyed such diverse chores as buying babies for the Kefauver committee and jailing a hold-up gang. She was considered the *Miami News'* best underwater reporter in covering diving stories on the reef. The unsundered Miccosukee tribe of the Seminole Nation made her an Indian Princess—the Princess Appongo Stahneegee (*Rumor-Bearer*), because, they said, "We like the way you do things." And the most beautiful Indian baby in the Everglades, Jane Wood Osceola, is her namesake.

First woman to appear twice on *Big Story*, she has received awards and honors from the Florida Bar Association, the Florida Newspaper Publishers Association, and the Dade County Child Guidance Clinic. In private life she is Mrs. Henry Reno, wife of the *Miami Herald* reporter who helped his paper win the Pulitzer Prize. They have four children. •

Russia may decide to ruin us economically, and "they can clobber us, industry by industry."

In the lively discussion period that followed, Mr. Canham and Mr. Ylvisaker both cheerfully attempted to clobber Mr. Rogers, in disagreeing with that statement.

Braced by the forecasts, the members surged cheerfully into the Fontaine room for luncheon, where for dessert they had one of the chief pleasures of convention goers, i.e., the opportunity of viewing the same set of facts through another set of eyes.

More predictions at lunch

They got their lesson in relativism when Martin Gainsbrugh analysed the same set of facts troubling Mr. Rogers. He came to cheerful conclusions.

Mr. Gainsbrugh, chief economist of the National Industrial Conference Board, jousted with two vigorous spectres invoked by speakers through-

out the conference to haunt the members—the steel strike and inflation. He managed to exorcise their threat, and to be sanguine about 1960.

"The recovery-prosperity trend should again prevail once steel production is resumed and carry over well into 1960, if not beyond," he predicted.

"We have been winning more ground on the inflation front than is recognized by the public in general. They continue to believe that prices are still rising sharply, that the dollar buys steadily less—and are altering their saving and spending habits accordingly. Your Society can do much to build greater price stability into the Sixties by correcting this false impression."

He ticked off forces that he believes can mitigate the toll of inflation in the Sixties: (1) limited liquidity, (2) accelerated productivity, (3) intensified domestic as well as foreign competition, (4) greater and earlier resort to conservative central bank policy, and (5) a better balance in collective bargaining.

Lively concurrent sessions

Getting their second wind, the stalwart conferees accepted navigational aid from the hotel staff and plunged into the recesses of the hotel to search for the five concurrent sessions that filled the afternoon with shop talk.

Between the Louis Philippe, the Pasteur and the Voltaire rooms, one dreamer wandered, looking, he claimed, for the Robespierre room. Few ducked for the beach.

The corporate session, with Thomas F. Robertson, treasurer of PRSA and director of public relations for Eastman Kodak Co., presiding, had the SRO sign out, with more than 80 actively participating members. Principal themes were "business and politics," and "public relations aspects of organized labor activities." Sharing experiences, they heard details of how some companies encourage their employees to get into politics, and some encourage them to keep out. Measuring changes in the corporate image, and the impact of community relations programs, with relevant specifics, also afforded meaty topics.



HENRY J. KAISER, JR., Vice President of the Henry J. Kaiser Company, Oakland, who spoke on "Public Relations in a Free Society" at the Second General Session, Thursday, November 5.

The counselors' session with attendance of about 55, chaired by Robert B. Wolcott, Jr., chairman of PRSA Counselors Survey Committee, got off into a lively discussion of the perennial conference subject of licensing people who call themselves public relations counselors. On that subject they stayed most of the afternoon.

Paul Cain advanced the thesis that a sufficient body of knowledge in the profession of public relations has been compiled, "or is perceptible," so that an examination might be drafted to test this knowledge. He said he thought he could supply a basis for state licensing of public relations counselors.

The Texas legislature would require a grandfather clause in such a licensing law, he said. Sam Austin countered from the floor that the Illinois legislature would not. They concluded that if and when licensing comes, it will have to be state by state.

Experienced publicists would probably have felt most at home in the

relaxed smaller group in the health and welfare session, with Catharine Bauer of the National Society for Crippled Children and Adults steering the talk.

There Jack M. Lear gently chided professional public relations people for concentrating on terminology and losing sight of the human element. A psychiatric social worker before he became executive director of the Crippled Children's Society of Los Angeles County, Mr. Lear defined public relations as he practices it as "a matter of getting gimmicks, ideas and stories that I take to people I know on newspapers, radio and TV."

He defined gimmicks as "legitimately fabricated news items." This professional with advanced training in the social sciences also outlined the art of "hitch-hiking on other organizations" in a highly instructive manner.

By fast session-hopping it was possible to take in some of the

Continued on Page 10



A PANEL THAT NEVER APPEARED: *Because time ran out before the Second General Session was completed on Thursday, November 5, this trio never spoke. Left to right, Leonard K. Knott, President of Editorial Associates, Limited, Montreal; Milton Fairman, Assistant Vice President, Advertising and Public Relations, The Borden Company, New York; Paul Cain, President of The Cain Organization, Inc., Dallas.*

Trade Association session discussions, chaired by Paul L. Selby, executive vice president of the National Consumers Finance Association.

Blueprinting a public relations program for a trade association, said Kalman B. Druck, president of his New York counseling firm, involves 276 elements in planning to reach 12 prin-

cipal groups through 23 media—and he named them all, or nearly so.

In the Lafayette room a congenial group of members from colleges and universities shared shop talk, chaired by George A. Lawrence, manager of the Public Relations Department of Imperial Oil Limited. Proposals for coordinating PRSA activities related

to education, recommended programs for the Educational Advisory Committee, implications of the Public Relations Institute, and the long range opportunities of the Foundation for Public Relations and Research were among the topics that comprised the agenda.

Miami Beach gives a party

Though the day's talk had been long, solid and stimulating, few members were observed to flinch before the next obligation programmed for them. The reception and cocktail party given by the City of Miami Beach was thronged with conference registrants, wives, husbands and sundry charming people, welcomed and uncategorized.

In the South, when a hostess outdoes herself for company, they say, "She put the big pot in the little pot,"—she gave her all, and that the City of Miami Beach did. Libations were poured upon the altar of fellowship and elsewhere, and orchids from an "orchid tree" were pinned upon ladies.

Many members enjoyed the liquid beauty of the Cypress Gardens water show that followed dinner from the vantage point of the pool deck, some from high balconies, and a few (they claimed) floating over on Cloud Nine.

Our military outlook

Pinch-hitter Kenneth W. Haagen stepped into the chairman's post at the second general session on Thursday morning in the west ballroom, and introduced a fellow pinch-hitter. Subbing for a fellow general was Major General Victor R. Haugen, director of Development Planning, DCS Development, U.S. Air Force. With color slides and copious specifics, he took the members on a fast survey of part of the military hardware situation in 1960.

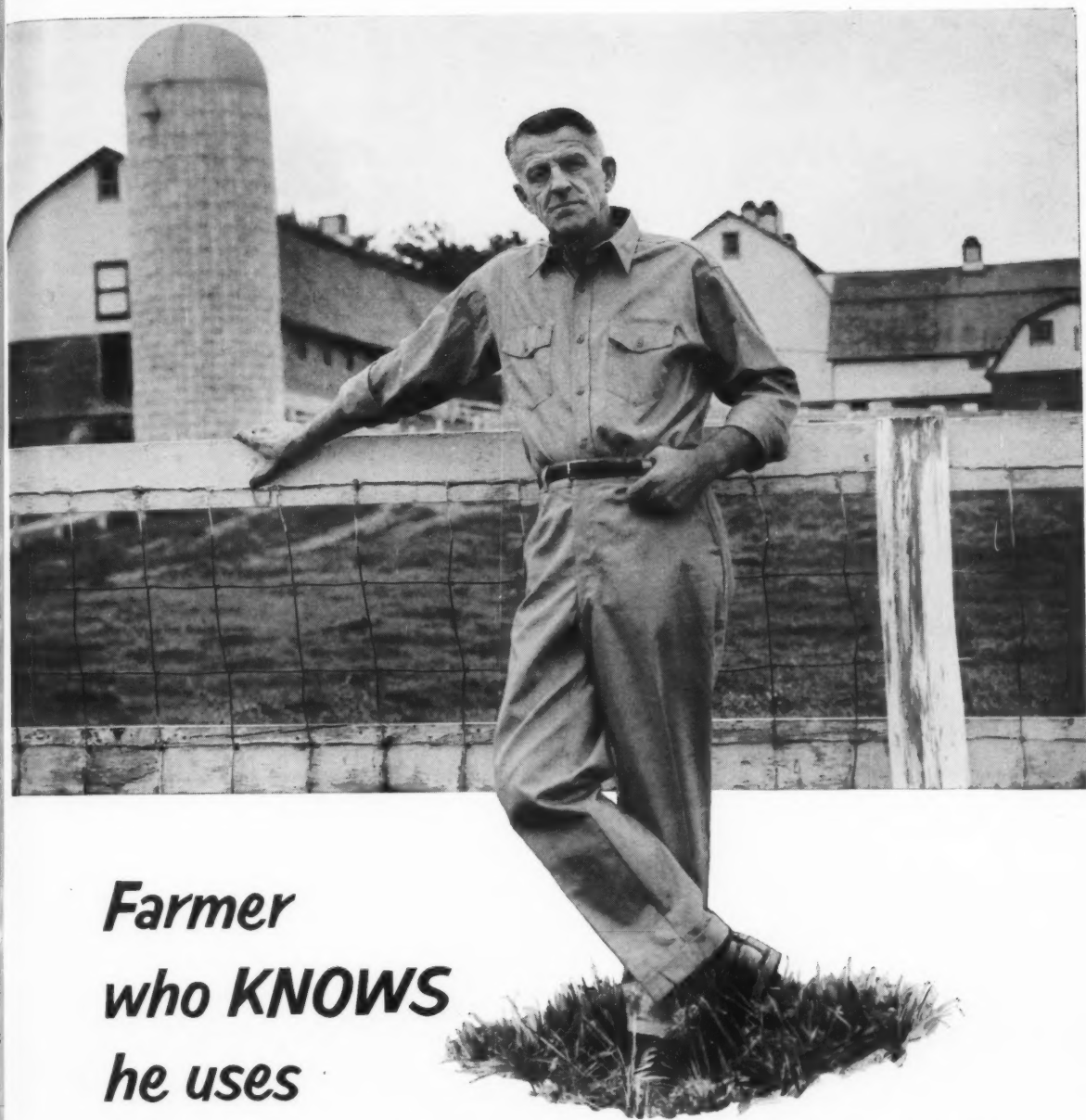
Among Ed Diamond's predictions on the previous day had been: "The biggest public relations job of the U.S. government during the 1960's will be explaining why it is running second best in its space effort."

Numerous members were apprecia-

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ANNUAL BANQUET *was held Thursday evening, November 5, in the Fontaine Room of the Fontainebleau Hotel. Over 600 persons attended the dinner.*

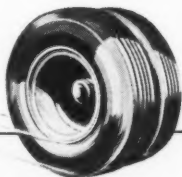


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THE WHEELS THAT GO EVERYWHERE





PRSA CITATIONS RECIPIENTS: With Carroll R. West, left, President of PRSA, are Hale Nelson, center, Vice President of the Illinois Bell Telephone Company, Chicago, and Conger Reynolds, right, Director of the Office of Private Cooperation, United States Information Agency, Washington, D. C. Mr. Nelson and Mr. Reynolds were cited by the Public Relations Society of America for outstanding performance in the field of public relations during the year. Awards were presented at the Annual Banquet, November 5.

tive of the General's oblique skill in meeting this challenge when he observed: "In atomic weaponry we have maintained a lead over the U.S.S.R. Our missile boosters were designed to lift our own warheads, not the Russian's. Ironically, the Russian need to lift their relatively heavy warheads resulted in their development of the large boosters which have given them their initial advantage in space."

General Haugen sketched the progress of rocket, rocket-booster, rocket fuel and rocket testing facilities programs. Reconnoitering the 1960's, he promised that we will early in the decade attain our "initial capability" with military satellites, such as the MIDAS, which will give almost instantaneous warning of attack by enemy ballistic missiles. MIDAS will, he said, be integrated into BMEWS, the Ballistic Missile Early Warning System, now under construction. He touched upon a Navy program to use satellites as an aid to navigation, and spoke of an instantaneous communications network provided by three satellites in 24 hour orbits, being developed by the Army.

Also just ahead, he said, is the

X-15, a research aircraft with speeds over 3,600 miles per hour, which has flown under its own power twice. Beyond that in the Sixties will come the Dyna-Soar, an extremely advanced aircraft that will be boosted to great altitudes by rockets. The pilot will then circle the globe one or more times, before landing on an airfield.

Propaganda—persuasion

In phrasing, thought and grace of delivery, Charles M. Hackett's address on "Propaganda—Persuasion by Policy," was one of the highlights of the conference. He performed the feat of both writing and delivering his address magnificently, and his fellow Society members paid him the compliment of quickly pilfering all the copies mimeographed for the working press.

Mr. Hackett, who is an executive assistant in the Public Relations Department of E. I. du Pont de Nemours & Company, employed the style of a fond father reading a story to his nice children, and thereby demonstrated a technique admirable in speakers who read their addresses.

Observing that Americans are apt

to regard propaganda "as a rather unsporting technique, something either a little shameful, like cheating on quiz shows, or as a monstrous perversion of privacy and decency, like brainwashing," he proceeded to dismiss this view as naive.

"It is no accident that poets have been among the master propagandists in many ages," he commented, and took his audience for a walk through history, observing the operation of gifted propagandists — St. Paul, Genghis Khan, Abraham Lincoln, Paul Goebbels, Jeb Stuart, Winston Churchill and Fidel Castro.

No Machiavelli is Mr. Hackett.

"I would like to see Truth and Right given as lively and as attractive a package as Falsehood and Wrong," he explained, and then proceeded to package virtue beautifully.

Post mortem comment: "That man's lyrical."

Profession being attacked

Following Mr. Hackett's view of propaganda over the past couple of millenia, his successor at the mike, W. Howard Chase, took a close look at the profession of public relations in the here and now. That look scared Mr. Chase, president of his own New York counseling firm and chairman of the PRSA Education Committee.

Those moody members who had been sensitized to his fears by certain joyful jabs at their profession by a playful lady writer in the local press on the conferences' opening day found their anxieties crystallized by his warning, "The profession of public relations is under savage attack."

"Ethics" was Mr. Chase's recommendation for ameliorating the situation. Thereafter he ranged widely among the social, political, economic and business problems of the 1960's which will require ethical professional leadership.

He had an attentive hearing as he reasoned that the role of the conventional labor union will be reduced on all fronts at the end of the next ten years. A rising standard of living, intellectual impoverishment of the new generation of union leaders, and a drop in the numbers of manual work-

ers compared with white collar workers were factors he selected to support this forecast.

In the shop-talk section of his prognosis, he pointed out that "advertising has a grave public relations problem," and warned "that it will be well for the professional public relations man to maintain both scrupulous objectivity and a professional identity apart from his advertising agency friends in the decade ahead."

The "corporate image"— yes or no

The gallant speaker who came next to the microphone asked with compelling sincerity that the assembled communications experts of the country become involved in the problems with which they deal. Policies, urged Henry J. Kaiser, Jr., not tools of communication, are the most important factor in constructive public relations.

"The more we think of public relations as a 'specialty' — the more chance we take of painting ourselves into a corner," said the vice president of the Henry J. Kaiser Company.

"I've become just a little tired," he confessed, "of hearing public relations men argue on ways and means of 'projecting the corporate image.' Let's not worry so much about projecting the 'corporate image'—let's find a way to project the corporation itself. Let's find ways and means of bringing the corporation into society—the whole corporation—not just the 'image' of that corporation."

Polling of a selected sample of coffee drinkers at the conference indicated that substantial numbers of Mr. Kaiser's fellows have become more than a little tired of "the corporate image." Results were divided about fifty-fifty between "anti-imagists" who made rude remarks about the phrase, indicative of boredom, and members who are still charmed with the metaphor and its attendant concept.

Both expressed themselves as grateful for Mr. Kaiser's numerous specific examples of excellent and constructive corporation programs involved in doing things for communities.

Luncheon saw the creation of a new

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LAMMOT DU PONT COPELAND, guest speaker at the Annual Banquet, whose topic was "Public Understanding in the Years Ahead." Mr. Copeland who is Vice President and Director of the E. I. du Pont de Nemours & Company, Inc., Wilmington, stated that "the vitally important function of public relations professionals in the next ten years will be that of counseling, of advising management how proposed words and deeds will effect an institution's public or publics."



PRSA's 39th CHAPTER: Carroll R. West, President of PRSA, left, presents the charter for the Carolinas Chapter to Ted Davis, center, Chapter President and Public Information Officer of the North Carolina Employment Security Commission, and Al Bechtold, right, Chapter Vice President, and Public Relations Director of Lance, Inc. Mr. West made the charter presentation at the Annual Luncheon.



INTERNATIONAL LUNCHEON: Left to right, W. J. Sheridan, President of the Canadian Public Relations Society who extended greetings to the Conference; Rein Vogels, Director of Public Relations, KLM Royal Dutch Airlines, The Hague, Netherlands, the luncheon speaker; F. Sanchez Fogarty, President of the Mexican Public Relations Society, who also extended greetings. The luncheon was held on Friday.

PRSA Chapter in the Carolinas, with Ted Davis, first president of the chapter, accepting its charter.

Presidential citations for a variety of services to PRSA above and beyond the call of duty were presented by Carroll West to Dudley Parsons, Ward B. Stevenson, Kenneth P. Wood, Robert Wolcott, Verne Burnett, Kenneth Youel and Hank Meyer.

"How are we to attract more of the right kind of young men and women into public relations and train them for leadership?" was the question set by Kenneth Youel, the 1960 president of PRSA and assistant director of communications of the Public Relations Staff of General Motors.

Among his recommendations:

Be sure our house is in order.

The road to leadership is the road to ideas.

We must promote a higher standard of conduct and ethics, create a better and more realistic impression of public relations, "for it is not ballyhoo, not tinsel, not a frill, but a fundamental part of management."

No field can match public relations as an outlet for creative imaginative talent, he contended. Ways must be developed to recognize analytical talents and communicative skills. On-the-job training must be expanded and improved. Co-operation of education leaders is urgently needed, Mr. Youel concluded.

The afternoon was given over to the PRSA annual membership meeting, a conclave devoted to various progress reports.

High level banquet talk

Jubilant dinner music set the pace of the banquet off at a quick pace. Thomas Wright made piano music.

To Conger Reynolds and Hale Nelson were presented distinguished service citations of PRSA.

"If the Soviet Union really intends to pursue its international objectives through peaceful economic competition, then American business faces the most serious challenge in its history," Lamot du Pont Copeland, a vice president and director of the E. I. Du

Pont Company, told the banqueting conferees.

The contest will be waged with industrial genius and technology as the principle weapons, he said, and we can win it only if there is public understanding of what stimulates industrial genius and technological growth.

"Business must plead no special interest. It must seek no special advantage. It should, however, carry no special burden. It should receive no special penalties," he contended.

He called for a greater participation by the business community in solving political and social understanding, and urged that business seek understanding, not power.

Three danger areas lie ahead, Mr. Copeland said. The first is the tendency to burden our economy with enfeebling restraints, either in the form of government controls or labor practices which hinder the productive process. The second is the imposition of legislative enactments which will reduce the incentive to investment and to personal achievement. The third is the misunderstanding of the

role of the corporation and of technological development.

He scored the notion that the job eliminated today by some new development is beyond replacement.

"The fallacy of this doctrine was recognized as long ago as the early nineteenth century when a member of the French Assembly, with a waggish sense of humor, introduced a bill which decreed that henceforth all woodcutting would be done only with a dull ax, and that sharpening the edge would be regarded as an offense against public policy.

"The vitally important function of public relations professionals in the next ten years will be that of counseling, of advising management how proposed words and deeds will effect an institution's public or publics," he said.

"It is possible to study techniques of communication and to become proficient in their use. But I know of no courses in sound judgment, and that is what we are talking about now," he observed.

Respect does not come as a gift, he commented, nor is it a privilege. Public relations counselors earn respect by performance.

Came the closing day

By Friday morning, some members looked rested and refreshed. Other members alleged they were traumatized by their assiduous devotion to the professional duty of not missing any of the talk in the meetings as well as in the social gatherings.

For table-hoppers, Friday's final general session in the east ballroom was a steeplechase, with 29 tables set up to cater to the most diverse appetites among the professionals engaged in the idea exchange.

Samuel A. Montague laid out keys to successful special events, "the spectacular in public relations, important for the creative publicist." He talked of anniversaries, ground-breakings, contests, parades, family days, open houses, and other events that often require long and painstaking work but get good coverage by press, radio and TV.

In a different vein, David Finn displayed a sheath of selected literature

on public relations and the social sciences, and analyzed the usefulness of various periodicals concerned with that area.

Around the table steered by John L. Rose, members considered the organization of the public relations department, and swapped experiences on such informative details as whether you want phases of employee relations in a public relations department.

Dale O'Brien's table talked about evolving a public relations policy, with discussion of how to educate management to the fact that sales are not going up 25 per cent in the first year because of public relations. Discussion ranged from defeat of the so-called socialized medicine legislation and the residual effect on medical associations, to the method of changing the image of AT&T over a period of 20 years.

Leading the group discussing public relations budgeting was William W. Cary. The conference found that experience varies as to whether a public relations budget is based on advertising, but that in a good many cases top management does relate public relations expenditure to advertising or to sales. "Get what you can," advised one realistic discussant, as to the best principle in budgeting.

Gist of the opinion at the table where counselors were talking about working with magazines was that as magazines see more color TV, they are going to react with more color, and that it will be smart to give more attention to illustrations, and not to text alone.

Fluker G. Stewart did a distinct service at the session he conducted on building better community relations by supplying a list of good community relations programs, furnished by members with interesting subject material. The list covered a broad range, from speakers bureaus and plant tours, to a program to break down an atmosphere of suspicious tenseness and turn it into one of community trust.

Tools to build, create and develop employee public relations were outlined in a serviceable analysis by Al Bechtold at the session he conducted.

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If you were at the Fontainebleau - Congratulations!

If not, commiserations

Whether you made the PRSA Conference or not, you've probably had plenty of evidence of the importance of the "youth market" to your public relations activities (and, in many companies, day-to-day sales).

In any case, our 15 years experience with "almost adults" would be probably interesting and possibly helpful. Whether your particular situation suggests motion pictures, film strips, wall charts, lesson sheets, booklets, displays, teacher's guides and/or promotion and distribution counsel, we'll get a hearty endorsement from such companies as General Electric, Kraft Foods, Coca-Cola, Swift, Standard Oil, Ford, Wildroot, International Paper . . . and a few leading trade associations.

If you have an effective youth program now that might be improved—or if you would like to explore how you might start one with a modest budget and almost-immediate evaluation — please drop a note to Harry Childs or Dick Feldon at the address below. Better yet, pick up the phone; the number is LE. 2-7711.

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They included employee newspapers and magazines, open house, suggestion programs, music at work, recreation programs, information meetings, benefit programs, handbooks and others on a handy check list.

William W. Cook's table, discussing factfinding for public relations, agreed that with minimum cost a surprisingly good picture of public opinion across the country can now be obtained, because of the vastly improved sampling techniques of opinion research organizations.

Chain stores, Wall Street, and (again) AT&T were used to illustrate points in the corporate image development discussion steered by William H. Dinsmore. Members agreed that it is going to become an increasingly important problem all over the world

for American industry as a whole to create an image that will allow good operation, and that speakers are wanted abroad to interpret American business.

International relations stressed

Game to the end, though beginning to glaze about the eye, the conferees jammed the French room for the final event of the conference, the international luncheon.

From 600 members of the Canadian Public Relations Society, W. J. Sheridan, assistant general manager of the Canadian Chamber of Commerce, brought greetings.

"The Western World needs a truthful and aggressive salesmanship of its ideas and its ideals," he quoted the Canadian prime minister, and himself

added, "If we fail in this, we fail in the practice of our profession."

Mr. Sheridan invited everybody to come to Montreal for the PRSA conference in 1964.

F. Sanchez Fogarty, president of the Mexican Public Relations Society, bore an invitation to the first inter-American public relations conference in Mexico City in September, 1960.

The polished Mr. Fogarty ticked off some of the things invented by the United States that Mexico likes:

"You have invented the best breakfast in the world.

"We like your music, your jazz, well-played.

"We like your tobacco.

"We like your American date. Up to the moment that you invented the American date, it was not possible for a man ever to be friends with a lady. Now he can."

Vogels address

Rein J. Vogels, KLM Royal Dutch Airline director of public relations, in the final address of the conference set for himself the theme of "Better understanding between nations in this possessed world of lost opportunities, which is being ruined by zeal."

"We are on the threshold of another society, with another nerve system and of a completely different structure. Then the world will no longer hold any secrets, and the words inhospitable and inaccessible may well be deleted from the dictionaries," was his prediction.

Take care, he warned, "that civilized mankind does not slip into erudite illiteracy."

Tourism is a pillar for a closer international understanding, Mr. Vogels claimed, forecasting a colossal effect upon the world from intercontinental mass tourism. The nature of public relations work contributes to international harmonious relations, he told his fellow practitioners of his art, because good public relations are not only on the look-out for cooperation, but also they create an atmosphere in which co-operation is made possible.

Then came the good-byes. For an old cub scout den mother, it had been like camping out. We doused the camp-fires and went home. ●

IN CANADA —

There Are No Ugly Americans

There are American corporations and associations, however, which sometimes forget they are operating in a foreign country and try to do things just the way they do them at home.

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GROUP COUNSELING— A BRIGHT NEW DIMENSION

By Roy J. Leffingwell

● Some years ago Fred W. Bertram wrote an article for *Printer's Ink* entitled, "Be Your Own Public Relations Counsel." He commented on a *Fortune* story appearing in the late 1940's predicting the day, "When American business, so long run by its production men and super-salesmen, must be run by men who put public relations ahead of everything else."

But Mr. Bertram predicted that before this day comes something else must happen—something which has not happened yet. The ABC's of good public relations must be spread over the land. "How else will people know how to put public relations ahead of everything else?", and, "Some way must be found to make public relations guidance available to small companies at a price they can afford."

With this preface, Mr. Bertram suggested everybody be his own counsel. The idea has merit, but in this increasingly complex field few know how to tackle the job. Therefore, the task of spreading the basics of good public relations over the land and of making public relations guidance available at a price most people can

afford goes unsolved. Responsibility for doing the job lies directly in the laps of professional practitioners in the field.

Group counseling opens new doors

The psychiatrists have pioneered a new path in group therapy for the mentally ill that we in public relations can use to help solve our problem of education and providing service at a cost that small organizations can afford. Group counseling in public relations can be done effectively. A great deal is yet to be learned concerning the techniques, but enough experience has been gained to assure that the principle is sound.

Some five years ago the idea was experimented with. The first difficulty resulted from an attempt to counsel a group having no basic knowledge of the subject. It quickly became obvious that a program of this type required some fundamental knowledge and common understanding of terms as a foundation.

Suitable text material required

Next, came the problem of finding suitable text material. As adequate as many books on public relations may be, they are primarily designed to instruct those planning to make this field their career. The techniques of communication are given emphasis, rather than elements of human behavior, broad principles of public relations, amateur fact-finding, and other subjects of primary interest to management.

As no available text seemed to meet the requirements fully, specialized material was required. Undertaking

the job as an extra-curricular activity required several years. So, it was not until the spring of 1958 that the material—still in mimeograph and loose-leaf form—was tested. A three-hour credit course, at the University of Hawaii, was used for the pilot study.

Following are some of the chapters, each of which served as the subject for an hour and a quarter discussion period.

This Is Public Relations Why Public Relations?

Influencing the Thinking of People
Public Relations Personnel
Public Relations Around the World
Beginnings of Public Relations
Fundamentals of Public Relations
Elements of Human Behavior
Planning Public Relations Activities
Communications
Special Devices
Applying Public Relations Knowledge
Employee Relations
Customer Relations
Community Relations
Other Publics
Testing Your Knowledge

Pilot study shows the way

A university class is not always ideal for counseling, frequently because of the large number in the group and lack of conference room atmosphere. However, it satisfied most other requirements. Being an evening class in the College of General Studies, the members were from widely varied areas of business and government and not regular university students. None was taking the course to prepare for a career in public relations.

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● ROY J. LEFFINGWELL is a *Public Relations Consultant in Honolulu, Hawaii*. Mr. Leffingwell who has spent many years in the field of public relations started as assistant director of public relations for the Hawaiian sugar industry association and following the war, became director of the association. Eleven years later he opened his own consulting firm. He is editor and publisher of "Social Science Research Digest." ●



Final Question: "What do you think public relations is?"

A questionnaire was submitted to the 57 members of the class to provide background knowledge. It is valuable to know the types of organizations represented and why individuals selected the basic public relations course. The final question was, "What do you think public relations is?"

Members of the class represented a wide cross section of Honolulu's activities. Two members of the police department, an employee of a space and missile firm, airline representatives, a dairy company office manager, and insurance, finance and telephone company people, along with various employees of federal government agencies, were in attendance.

Reasons given for taking the course were naturally diverse. One Air Force captain said, "I have read several works on motivational research and the experts appear to disagree. Perhaps this course can provide some guide points." Another gave as his reason, "to learn to get along with people in every walk of life."

Answers to the question "What do you think public relations is?" brought forth some intelligent replies. There was also this frank answer: "I haven't the faintest idea."

As this was a counseling course, members of the group were asked to read the comparatively brief and concisely written material in each chapter at home, so the entire period could be devoted to discussion. Because it was a university credit course, tests were required. So, a procedure was worked out to give a 10-question, true or false, test at the conclusion of each

chapter. (This would obviously not be required or desirable in private counseling groups.)

Quiz grades were so high that it was almost disturbing. Was it possible that members of the class could arrive at the correct true or false answers without studying the text? An experimental quiz on one chapter, for which text material had not been distributed, proved that group members were definitely studying. Apparently, interest in the subject kept grades up.

Students really participated

Throughout the course, maximum participation was encouraged. Whenever a decision of concern to group members was to be made, their views were sought. This included examinations. It was known that there would be a final test, but it could have almost any weight in relation to the total grade. The class decided to be graded on 250 questions. Of this number, 220 were given during regular class meetings and only 30 questions on the final.

Another result of participation was the introduction of a few outside discussion participants. The business editors of two daily newspapers, a research psychologist and a public relations director for an employers' organization were asked for. The group also wanted one or more union representatives, but they were not available.

Pilot study given approval

Prior to the final examination, a questionnaire was circulated in an effort to probe into the success of the pilot counseling project. Every effort was made to safeguard the identity of students. Apparently this satisfied the group because replies were frank.

The survey showed that 82 per cent had gotten all out of the course they felt they should have. There was almost unanimous agreement that the format of group study was good—94 per cent approved of the text material and favored the looseleaf form that can be updated regularly.

A large percentage of the class suggested that the text material be published. In fact, there were requests to purchase additional copies.

The future of group counseling

Group counseling appears to offer a bright new dimension to the public relations field. It certainly offers an opportunity to spread the ABC's of good public relations to many more people than have been reached heretofore. And it is a means by which the public relations practitioner can provide his services to small organizations at a price they can afford.

Group counseling is not confined to the private consultant. The staff public relations professional can make equal use of this technique to spread the ABC's of good public relations within his own organization.

Based upon limited experience—which will be considerably extended—it appears that the groups of 10 to 20 persons are ideal for group counseling. The atmosphere should be of the conference room type. It is highly recommended that some 30 hours of basic study using appropriate text material be undertaken prior to getting into more specific tasks. Following the basic study phase, during which meetings might be held twice weekly for an hour to two hours, less frequent sessions are necessary. However, the basic group can profitably operate on a long term basis.

Some practitioners have expressed fear that this new dimension of public relations may open the door more widely to the ill-trained in the field. This I doubt. My experience has been that groups are more critical and vocal than individuals, in regard to the qualifications of a counselor. They ask questions that require experience and skill. The poorly qualified will probably wish they had not tangled with group counseling.

There has also been some concern that fees may be lowered through such practice. This, too, is doubtful. For the hours devoted to the project it is likely that group counseling will pay as well, or better, than private counseling. And, of course, the group type of service will never be an adequate substitute for present clients who demand personal attention.

It is an encouraging new dimension. Those sufficiently qualified can well afford to try it. ●

Newspapers are QUICK TO QUOTE

If you want to get your name in the news, it's axiomatic that you must *make* news. And in addition, your telling of the story must be backed by a reputation for honesty, truthfulness and integrity. The man with the eyeshade behind the horseshoe desk has to believe that it *really* happened to you.

That's the trouble with too many press releases these days, for example. They contain no news, and second, they serve the writer's interests more than the readers.

If you want a sure-fire entree to the desks of the press, you'll find one in EDITOR & PUBLISHER, the newsman's own newspaper. Over a hundred advertisers have found it the ideal way to get their story before the eyes of the world's most influential molders of public opinion . . . in an atmosphere that's been considered a rock of integrity in the newspaper industry for three quarters of a century, to read, remember and quote.

Last week, for instance, three newspaper friends forwarded us clippings from their papers, reprinted from E&P. One newspaper from the nation's capital, one from Mexican border, one from the Bible belt . . . three different articles quoted. There are probably many more. News, features, sometimes even advertising from EDITOR & PUBLISHER's pages have been reprinted, quoted in newspapers large and small, from coast to coast. And in E&P you're creating a healthy, climate for all your contacts with the press.

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PROFESSIONALISM IS GOOD FOR THE PUBLIC

By John L. Carey

● A panel of CBS correspondents some months ago spoke at a luncheon of the Overseas Press Club. One of them was Eric Sevareid. To explain how dull and uninspiring it had become to cover events in Washington, he said, "It's like covering a continuous convention of certified public accountants."

Everybody laughed — everybody, that is, except me!

For more than 30 years, CPAs have been striving to gain recognition of certified public accounting as a profession. We have worked hard on education, on ethics, on technical research, on state licensure and, yes, on public relations.

Then, just when we begin assuming

that our aspirations have been fulfilled—that certified public accountants have been widely recognized as a mature and disciplined profession, making a significant contribution to the progress of our society—someone like Mr. Sevareid reminds us that our recognition is something less than universal.

Why professionalism?

For a long time it was thought that the motivation to seek professional status was a subconscious yearning for social prestige. The members of the traditional professions are looked up to; their advice is sought respectfully; they are generally community leaders; they are invited to the best places. All this is gratifying to the ego; it constitutes compensation which, though intangible, can bring satisfactions which dollars cannot buy.

But now it seems that the motivation is deeper than this—that it is rooted in a desire to serve to the full extent of one's ability.

For example, the ancestor of the certified public accountant was the bookkeeper. Bookkeeping is as old as civilization. With the development of trade and commerce it grew into quite a complicated technique, of unquestionable usefulness. But it was not a profession.

As business corporations developed, possible conflict of interests between corporate management and stockholders was recognized. The professional accountant was born to fill the need for an independent, expert review of company accounts—to assure investors that management's accountability was properly discharged. The professional accountant assumed

a responsibility, apart from that of the people who paid his fee.

With the advent of income taxation, government regulation, and scientific management, needs developed for competent and trustworthy accounting advice—in addition to technical assistance—in the fields of financial reporting, cost and profit determination, tax planning, internal control, budgeting and financial forecasting, and many other complex and important areas.

But as long as accounting was equated with bookkeeping, the accountant had difficulty in getting people to accept his advice. They dismissed him as a mere technician. He knew that his insights and judgment would be helpful in planning, in making decisions, in settling policy questions—but other people didn't know it.

The certified public accountant was forced to obtain professional status, and recognition, before he could serve society to the full extent of his ability.

A rough parallel

Isn't there, perhaps, a rough parallel here with the problem of the public relations consultant—if there is a problem?

Could it be said, in a general way, that the ancestor of public relations was publicity? And that until recently public relations was equated with publicity? But a "publicity man" is regarded as a technician. Business management is unlikely to seek his advice on complex policy problems. Many executives think of him as the man who is told to get the president's speech in the paper.

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● JOHN L. CAREY, Executive Director of the American Institute of Certified Public Accountants, has been its chief executive since 1930, having joined the staff five years earlier upon his graduation from Yale.

The "Institute," as CPAs call it, is the national professional society of certified public accountants. The Institute's rules of conduct are the basis of professional ethics for certified public accountants; its uniform CPA examination is used by boards of accountancy in all states and jurisdictions; and its bulletins on accounting principles are the most authoritative statements in American practice of what constitutes "generally accepted accounting principles."

For many years Mr. Carey was editor of THE JOURNAL OF ACCOUNTANCY and is now the publisher. ●

Mother India builds for the Diesel Age



Since 1949, India has pushed a widespread railroad improvement program.

Old track has been relaid, new track added. Modern equipment has been purchased . . . diesel locomotives . . . rolling stock. And service has been greatly improved.

As a result, India has grown industrially. In the period between 1951 and 1959, freight traffic on Indian railroads has increased some 40% . . . from 98 million tons to about 138 million tons. And estimates indicate an even greater growth in the near future.

All of which means that India has recognized the railroads for what they are — the backbone of a modern, growing industrial society.

* * *

In the United States, by contrast, public policies tend to ignore this basic truth.

Here, the government appears indifferent to the strength and stability of the railroads, while it promotes and encourages the railroads' competition.

Railroads are burdened with over-regulation and discriminatory taxation — while their competition uses highways, waterways and airways built and maintained by the government.

* * *

The railroads ask no special favors. All they ask is the equality of treatment and opportunity fundamental to the American concept of free enterprise. Granted this, the public would then be assured of the efficient, low-cost rail service which a dynamic economy and national defense demand.

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John L. Carey

In his modern incarnation the public relations consultant has something important to offer society. His insights and his judgment, as well as his ideas and technical skills, can help to improve the economic and social order. But until his professional status is recognized *he has to struggle harder to get a hearing*. He is impeded in the effort to serve society to the full extent of his ability.

The motivation to seek professional status is, then, a sound one. It is to increase the opportunity for service, not primarily to increase reward, although that usually follows. The aim is to use oneself to the best of one's abilities. And that desire is in itself the essence of professionalism.

What steps must be taken?

First, a "common body of knowledge" should be agreed upon as essential to professional public relations work. In a recent address, Earl Newsum of Earl Newsum & Company suggested that the basic, pervasive interest of the public relations fraternity is public opinion; that to deal with this elusive force requires some knowledge of the social sciences, the organization and operation of modern institutions, and the complicated techniques of modern communication.

The "common body of knowledge" would not have to include all the special techniques, or all the wide variety of information, which might be useful to a public relations man in any circumstances. It is necessary only to describe the basic "core" of knowledge considered an essential foundation for public relations work.

Next, there must be formal accreditation. It is often assumed that this must be done through state licensure, as in the case of physicians, lawyers and certified public accountants, for example. But state licensure involves many difficult and complex problems, and long delays. The job may be done much more easily and quickly by professional societies.

Why couldn't the Public Relations Society of America sponsor an Institute to examine and accredit candidates for such title as "Fellow of the Institute of Public Relations Consultants," with a symbolic designation like "FPRC"?

A third imperative is a Code of Ethics. In some ways, the development of ethical standards is the toughest part of the job.

A professional code of ethics will not attract public confidence by pious generalizations that simply say, in effect, "We are against sin."

An effective professional code must be *specific and enforceable*. It must tell the public what kind of conduct the profession will *expel a member for*.^{*} Then expulsions should be publicized.

Consider some of the rules of conduct of the American Institute of Certified Public Accountants:

- A member may be expelled if he fails to disclose a material fact known to him in a financial statement on which he expresses an opinion; or
- If he has a substantial financial interest in a publicly held corporation whose financial statements he certifies as independent auditor; or
- If he splits fees with, or accepts

^{*} EDITOR'S NOTE: At its 12th National Conference in November 1959, the Public Relations Society of America adopted strengthening revisions to its Code of Professional Standards for the Practice of Public Relations. This 16-point Code spells out what is considered professional behavior and what is not acceptable conduct. The Society's bylaws provide for a National Judicial Council to hear all complaints against Society members, call witnesses when advisable and then recommend to the PRSA Board of Directors either suspension, censure or expulsion of the member if he has violated any point of the Code. Authority is given to the Board of Directors to act upon the Council's recommendation. By majority vote it may invoke censure, suspension or expulsion, and the membership is advised of the action so taken.

commissions from, non-accountants; or

- If he discloses information received in confidence from a client; or
- If he advertises or solicits business.

Or for many other reasons. There are 19 rules of conduct at present.

The ethics committee answers hundreds of inquiries each year, investigates scores of complaints, and cites violators for trial. The Trial Board sits once or twice a year. In almost every year recently, one or more members have been expelled, suspended or formally reprimanded.

The medical and legal professions, of course, also have detailed, specific rules, and enforcement machinery that is working *all the time*.

The result is that these professions actually induce a type of behavior on the part of their members, which is designed to strengthen public confidence in their competence, integrity, and responsibility. Perhaps the public won't read the codes of ethics, but the codes do influence the conduct of practitioners *as seen by the public*.

Professional ethics means more than declaration of good intentions in general terms: It means professional discipline.

All discipline is a tough job. But that is why individuals and groups who achieve it are respected as a superior order of citizens. That is the main reason why the recognized professions enjoy wider opportunities for service than persons who are regarded only as technicians—and incidentally, why professional people command higher incomes than technicians.

Many believe that the trend to professionalism is good for the public, but not everyone agrees. There are those who fear that if too many vocational groups become accepted as professions it will, in a manner of speaking, debase the currency. The prestige of the established professions might be diluted if too many new professions emerge.

Is this a serious danger? As one writer says:

"Perhaps the best way to make . . . distinctions clear is to ensure that the genuine professions demonstrate such a consistently high order of profes-

sional behavior that ultimately every inappropriate assumption of the title will appear inept, ludicrous; thus the unqualified claimants will either labor to achieve a genuine profession or retire from the field."

As Mr. Newsom stated, professional status must be *earned*. Whenever any group does earn it, our society is strengthened by the addition of another body of trained, competent, responsible specialists, who must adhere to *ethical* standards.

Public relations consultants, professionally accredited, widely recognized and respected, could have a profound influence in improving the moral standards of the business community, and, for that matter, the community as a whole.

Businessmen are leaders. If they do not provide ethical, moral leadership—if they encourage the belief that sharp practice, shady deals, false claims, misleading information, improper influence, constitute acceptable behavior—many thoughtful observers fear that our society may be in danger of decay.

Who could have more influence on the moral standards of business than a *recognized profession of public relations consultants*?

It is not extravagant to say that by achieving professional status, certified public accountants have been able to contribute enormously to improvement of financial reporting. The financial statements of business concerns are incomparably more informative and more useful than those of 30 years ago.

The public relations profession could make perhaps even greater contributions in other areas of communication: improving public understanding of how our economic system works; strengthening confidence between management and labor, business and government, advertiser and consumer; sharpening our national objectives, elevating the standards of our whole society.

By earning professional status, the public relations consultant can *widen the opportunities to serve to the full extent of his abilities*.

In the last analysis can any man aspire to any greater satisfaction? ●

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Trade Press Editor, 25, 3½ years daily newspaper, financial magazine experience, seeks position with growing public relations company. Ambitious, creative, hardworking. Box DB-1.

Books in Review

PERSUASION, by Herbert I. Abelson, Springer Publishing Company, New York, 1959, 118 pp., including table of references and index, \$3.75.

Reviewed by Stephen E. Fitzgerald
The Stephen Fitzgerald Company
New York

• Anyone who writes about "persuasion" these days is courting danger. For a good many people inevitably correlate "persuasion" with "propaganda," and many of the same people, forgetting the origin of "propaganda," assume that propaganda is a device for getting citizens to think what they ought not to think, or at least to think in a fashion in which they would not think if they had access only to something called "the plain, unvarnished truth." Fortunately, in the present case, Dr. Abelson has largely managed to escape the hazards of his title, and he has produced a useful series of studies in how opinions and attitudes are changed.

Chief psychologist of Opinion Research Corporation, Princeton, N. J., Dr. Abelson points out at the start that one should never place blind confidence in findings that might have been different had the circumstances of the experiments been different.

It would be difficult to say that Dr. Abelson has produced either a new theory or a new set of theories about opinion change. But he has updated some of the older materials, and he has brought together in one place a set of findings that should be of some comfort to the public relations practitioner who, right or wrong, deserves a chance to speak up and be counted.

Here are some of Dr. Abelson's findings:

When an audience is friendly, one side of the argument will do; if the audience is not friendly, both sides of the argument should be discussed, even if one side is to be favored.

When opposite views are presented,

the one presented last will probably be most effective.

A speaker should state his conclusions rather than depend on the audience to do so.

A person's opinions and attitudes are strongly influenced by the groups to which he belongs and wants to belong (churches, unions, clubs, political organizations and the like).

Audience participation methods, rather than one-by-one talks, help to overcome resistance.

Effects of even an effective presentation tend to wear off, and repetition tends to prolong its influence.

The "credibility" of the communicator is of major importance.

There are a good many other findings, and those given above are presented only as typical. Each of the major findings is followed by a discussion and an indication of the kinds of experimental conditions under which the findings were reached.

To one who is still concerned about the steadily growing interest in how we can change the opinions of other people by the use of techniques—some would use the word "ruses"—let it be added that Dr. Abelson quotes a most interesting remark made by Dr. Raymond Bauer. Writing in the *Harvard Business Review*, Bauer said:

"Our concern over being controlled is nothing new . . . Unquestionably social science research has developed increasingly effective means of persuasion. . . (but) my guess is that over the years the American people have developed resistance to manipulation at about the same rate that our techniques of persuasion have become more sophisticated and effective. I mean of course that *if the audience had remained the same*, our new techniques would be more effective than our old ones. But the audience has not remained the same. The pace of the race has grown swifter, but it is difficult to say who has gained on whom."

Dr. Bauer's remarks should be of comfort to us all. •

THE EMBATTLED EXECUTIVE, text by Lydia Strong, drawings by Al Hormel, published by American Management Association, New York, 1959, 96 pp., \$1.95.

• This publication is a collection of 85 cartoons on various aspects of executive life demonstrating how challenging the manager's job actually is. While presented humorously, its intent is serious. Contents include "Where the Day Goes" (how executives spend their working days); "Down with Gutenberg" (the reading load of an executive); "How to Wreck a Conference" (a handy checklist for the seasoned conference wrecker); "What's Ahead" (perils of business forecasting); "The Gentle Art of Decision Making"; "How to Fluff a Speech," "Ten Ways to Petrify Progress" and "What to Do Till the Doctor Comes." The section on "The Gentle Art of Decision Making" is particularly pithy. •

THE PINK SLIP, by Bill Longgood and Ed Wallace, McGraw-Hill Book Company, New York, 1959, \$3.50.

• A ribbing satire on the business activities of the typical "organization man" of today, *The Pink Slip* among other things, analyzes the "We Guy" and the "They Guy." According to authors Longgood and Wallace, "the We Guy always refers to the corporation as 'we,' recognizing that he is bound to it by a spiritual and economic weld while the They Guy instinctively refers to it as 'they,' unrealistically and disloyally viewing the corporation as his mortal enemy."

The Pink Slip artfully covers the importance of "creative firing." Through the character, Dr. Bittner Strauss, business advisor and philosopher, the authors slyly point out to all business executives that "they can fire, and fire well, if only they recognize the spiritual Challenge this essential act presents."

Mr. Longgood and Mr. Wallace are to be commended for the deft manner in which they handle topics that might well have ended up as a ponderous treatise on corporate types and procedures. •

Classroom Crisis Becomes a Challenge

By Leo C. Mueller

With the stork delivering his bundles over the nation so rapidly and so impartially, Alabama has been getting her full share of the happy cargo. But the sound of a myriad youngsters bubbling happily in their Pabulum seems more like the rumbling of an educational Vesuvius to Alabama educators.

The effect of the "baby boom," generating for several years, is presently being felt keenly on the lower levels of education. But college leaders are concerned with the impact these youngsters are going to have upon the institutions of higher learning in the next few years; in fact, the diaper brigade is giving frowns, fears and frustrations to college educators—in Alabama and the rest of America.

While all America faces this problem, Alabama educators are taking the story to the people in an effort to make the crisis into a challenge for citizens of that state.

As many groups nationwide are working to solve the problem, the united Alabama effort reflects something special in effective external relations, and it provides an example of successful inter-college cooperation.

Mass communication

Realizing the need for every institution of higher learning—public and private, junior and senior college, liberal arts and agricultural and mechanical arts—uniting to transform the crisis into a challenge, the Alabama Council for Aid to Higher Education is projecting a plan to let the people of Alabama know what lies

ahead. The goal of the Council is to spread the message to the people through every means of mass communication.

The group, representing mostly public relations officers from every institution of higher learning in the state, is headed by L. O. Brackeen, publicity director of Alabama Polytechnic Institute.

Council members are gearing their messages not only to parents with children who may ultimately want to have a college education, but also to the thinking public. The general citizenry should know that a state can

truly prosper only through educational enlightenment. In addition, forward-thinking citizens should realize the significance of having a better educated America in this incredible space age.

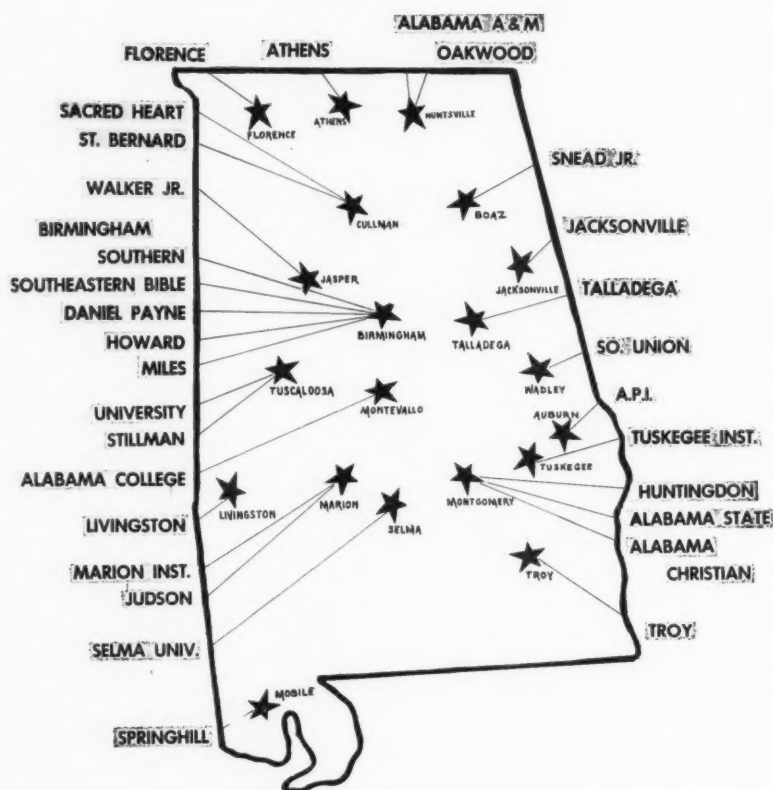
The Council is focusing attention on the fact that in 1970 some youngsters hunting for higher education may find all doors barred.

In 1965 there will be more than 50,000 young men and women of Alabama alone seeking a full-time college education. This figure is startling when contrasted to 1956 when

Continued on Page 26



ALABAMA CITIZENS were shown in graphic form the rising proportion of Alabama youth entering college. A caption for the illustration in the Mobile, Ala., "Press Register" read: "Come 1965 and there will be more than 50,000 full-time students in Alabama seeking a higher education. Because the 30 colleges in the state, both public and private, are simply not built for this bulge, they have united to tell the story to the people. College officials feel the people can turn the crisis into a challenge and assure the youngsters of Alabama a fair chance to earn a college degree in the future."



IN TAKING THE STORY of higher education to the people of Alabama, the Alabama Council for Aid to Higher Education released this map with its first interpretative article. In the Mobile, Ala., "Press Register," it read: "Thirty colleges spread throughout Alabama are united to tell the story of higher education to the people of the state. All colleges want to make certain that students of the future may have the opportunity of attending an Alabama college near their home."

there were only 34,000 in college. In 1940, only about 10,000 students were in the state's colleges.

These schools and similar institutions over America were not built even for the enrollments of today. Expansion programs have not even kept pace with growing needs, much less with future projections for the enrollment bulge to come.

Colleges, as they stand today, simply cannot take care of these statistics, which, when broken down, are very real boys and girls now in the elementary and high school grades.

Other significant factors contributing to the overflow in college, besides an increase in births, are more students finishing the 12th grade and thus more students available for a college education.

Couple the population expansion with the flood of instructors abandon-

ing the campus for industry and with the inadequacies of classroom and laboratory space, and the educational picture becomes more discouraging.

While these problems are tremendous, college administrators envision a happier future for higher education if the people become enlightened to the challenge and begin to act now.

Alabama colleges unite

They know that increased interest and support of higher education must be taken by farmer-folk and city-folk if the colleges are going to be able to meet the needs of the youngsters in the future. This is why the 30 colleges in Alabama, with a total enrollment of approximately 34,000 students, are planning now to meet the needs of students who want a higher education in the years ahead.

A breakdown shows 9 state-supported colleges, 17 church-supported, and 4 privately controlled. The state's educators realize that all colleges must join and do their share to expand their facilities to meet the mass of students certain to knock at their doors.

So, the Alabama Council organized to take its story to the people. It is telling that story by word of mouth, by the use of television, radio and newspapers, by magazines and advertising, by billboards and postage meters, and any other means available. Highlights of the program follow:

Through the leadership of Dr. C. B. Smith, president of Troy State College, the Council now has available a well-organized Speakers Bureau ready to be of service in all parts of the state. Close to 75 educators, representing all colleges, are ready to speak before civic, PTA, professional and other organizations.

Club members have been notified of the availability of the speakers and they have been urged to encourage program chairmen to schedule talks on higher education. The bureau is also decentralized to make invitations readily acceptable.

Copies of a "Suggested Speech," and "Pertinent Facts About Higher Education in Alabama and the Nation," a packet of highly selected data have been prepared to make the job easier for speakers.

Viewers of television will have the opportunity to see the story of the state's higher education on TV through kinescope films and individual programs.

Two 13½-minute kinescope films were made with the cooperation of the Educational TV Studies of the University of Alabama. Designed for commercial TV stations of the state, the first film tells of the organization and purposes of the Council and stresses the 30 colleges, their type, location, age and other pertinent facts. The second tells of the work of television and radio stations, newspapers, house organs, and the speakers bureau. Committee chairmen are featured.

Television and radio stations have cooperated nobly. Also daily and

• LEO C. MUELLER, director of Public Relations at the Mississippi State College for Women, was a member of the Alabama Council for Aid to Higher Education while serving Spring Hill College, Mobile, Ala., in 1958 during a development campaign. A candidate for the doctorate degree in higher education and mass communications at Indiana University, he has been teaching journalism and public relations for a decade. A former newspaperman, he served on the wire copy desk of the Mobile, Ala., "Register" and as assistant to the editor and editorial writer of the Jackson, Miss., "State Times." He has written many articles on public school and college public relations. •

weekly newspapers have been printing many fine news and feature stories on higher education.

Fact sheets, attractively illustrated with mats, were sent to various college representatives, who, in turn, prepared interpretative stories utilizing the basic materials.

This avenue, which will reach a large audience through weekly and daily newspapers of the state, is complementing other activities. It also provides the continuity needed to stress strategic educational problems facing the people of the state.

One story tells of how the state's colleges are thinking ahead to meet the challenge of higher education in the future. Another tells of the proportions of students which are expected to flood the colleges in the next several years.

Broadcasters cooperate

Ralph W. Sears, radio chairman for the Council and public relations director of Alabama College, invited broadcasters to share in the program of telling the people of Alabama the story of higher education—today and tomorrow. Three 8-second, one 20-second, three 30-second and one one-minute spot announcements were mailed to radio stations of the state.

Ed Brown, News Bureau Director of the University of Alabama, is sending

Continued on Page 28

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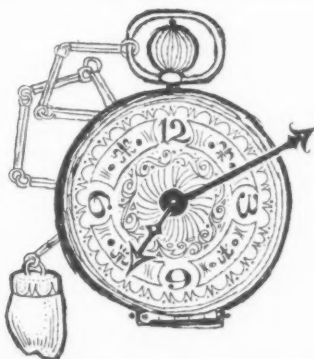
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ALABAMA COLLEGE PRESIDENTS look into the future of college education during a panel discussion at Birmingham. Participating were, seated Dr. Henry King Stanford of Birmingham-Southern and Dr. John M. Gallale, president emeritus of the University of Alabama, who moderated the discussion. Standing are Leslie S. Wright of Howard College, Dr. Frank A. Rose of the University of Alabama, and Dr. Ralph Draughon of API at Auburn.

ing stories to employee house organs and business and industrial publications.

One release highlighted the scholarship story and explained that there are 1500 scholarships in the colleges of Alabama and that the figure is growing daily through the generosity of business, industry and other responsive sources. (With the exception of small appropriations made to colleges for teacher education, almost no state money is used for scholarships.)

Through the efforts of Howard College Representative J. A. Fincher, chairman of the Committee on Advertising Media, billboards and car cards were explored as well as advertising of the various mass media.

Colleges with postage meter machines have acquired slugs on higher education to furnish quick reminders to the people of higher educational problems.

Another highly significant idea was presented when the Council wrote to the Committee on the Study of Higher Education, Alabama Educational Commission, volunteering to assist this group in its state-wide study.

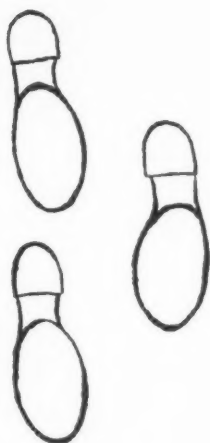
Leave it to the work of the Alabama Council for Aid to Higher Education members, combined with the total energies of the presidents and leaders of the various institutions of higher learning, interested and dedicated legislators, business and industrial leaders, and an informed people. The youngsters will have a better chance of getting their opportunity of earning a degree from a college in the state.

When the complete educational story is told in this one state and across the nation, and when people become aware that they must provide the very best type of education within the *true measure of values*, it will be a happy day for America and the world. Youngsters of today and tomorrow will be able to grow up feeling that their destinies and those of our international neighbors who look to America for leadership, will be assured that there will be no continuation of bargain basement education. Rather, there will emerge the best possible education to cultivate the minds of those who would be deserving of it. ●

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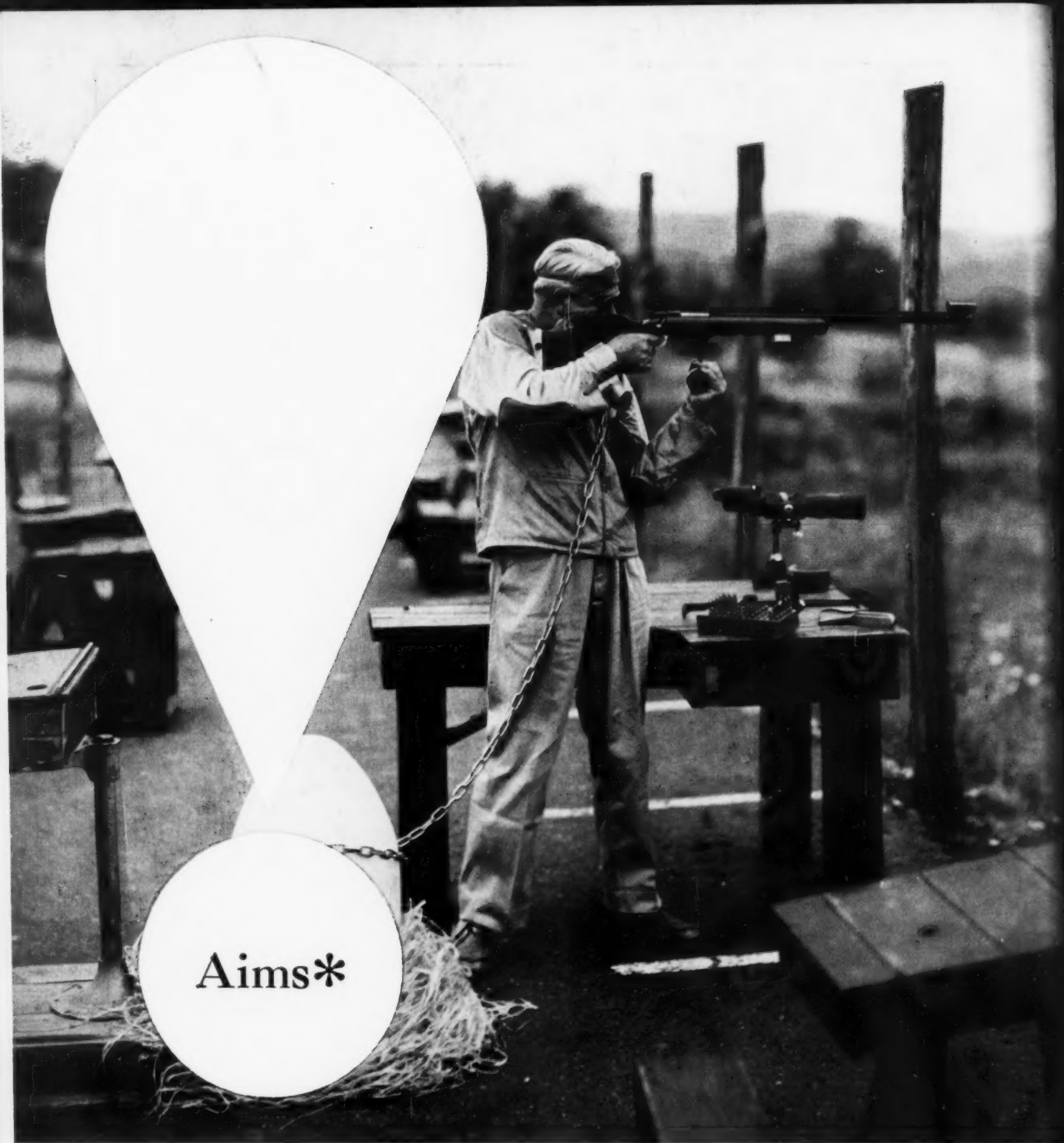
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